CITY OF WHITEHORSE

Whitehorse

ECONOMIC DEVELOPMENT STRATEGY 2014–2019

Gateway to the East

Welcome Message

Whitehorse provides the ideal balance of work and play offering excellent economic prospects together with a relaxed and enjoyable lifestyle. It has a diverse industry base that contributes a wealth of opportunity for both existing and prospective businesses seeking to benefit from the City's infrastructure and economic activity.

Building on the success of the Whitehorse Economic Development Strategy 2008 - 2013, the Whitehorse Economic Development Strategy 2014 - 2019 articulates Council's Vision:

"We aspire to be a healthy, vibrant, prosperous and sustainable community supported by strong leadership and underpinned by a healthy local economy."

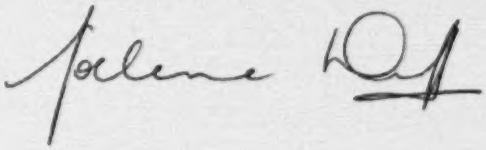
The City of Whitehorse economy has a strong foundation with desirable attributes such as strategic location and connectivity combined with a thriving and sustainable future ahead.

The economic vision 'Whitehorse: Gateway to the East' sets a strong direction for the strategy which will be delivered over the next five years. The strategy will set the framework in providing continued certainty around the role Council provides in supporting and directing business which contributes to the overall enhancement of the local economy, natural environment and quality of life for the community.

Council has adopted an approach to economic development that highlights the importance for local and regional collaboration to achieve resilience and industry growth that will sustain great liveability, strong employment and a healthy community.

The mandate forms focus on five key strategic project areas that will provide the foundation in working towards further developing the strengths and opportunities in the region. These five areas are: retail activity centres, Box Hill Central Activities Area, local business development, regional development and investment attraction, and skilled people and businesses.

Whitehorse City Council is a proactive and progressive Council and we are committed to the ongoing support and direction of business activity to ensure an economic future for the city.



Noelene Duff
Chief Executive Officer

Table of Contents

1. INTRODUCTION 6

1.1 THE ECONOMIC DEVELOPMENT STRATEGY FRAMEWORK 6

VISION FOR WHITEHORSE 6

ECONOMIC DEVELOPMENT MANDATE 6

STRATEGIC PROJECT AREAS 7

1.2 WHY HAVE AN ECONOMIC DEVELOPMENT STRATEGY? 8

WHAT IS THE ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT? 8

LEGISLATIVE FRAMEWORK 8

GOOD GOVERNANCE 8

1.3 BUILDING ON THE SUCCESS OF EDS 2008–2013: 5 YEARS IN REVIEW 9

2. VISION AND MANDATE 10

2.1 ECONOMIC DEVELOPMENT STRATEGY VISION: 'WHITEHORSE: GATEWAY TO THE EAST" 10

2.2 ECONOMIC DEVELOPMENT MANDATE OF LOCAL GOVERNMENT 10

3. WHITEHORSE ECONOMY 12

3.1 UNDERSTANDING THE WHITEHORSE ECONOMY 12

MELBOURNE'S CHANGING ECONOMY 12

BOX HILL: A LEADING CENTRE 14

STRATEGIC POSITION OF WHITEHORSE 14

A PLACE OF GROWTH AND OPPORTUNITY 15

3.2 IMPLICATIONS FOR THE WHITEHORSE ECONOMIC DEVELOPMENT STRATEGY 18

4. IMPLEMENTATION 20

4.1 RETAIL ACTIVITY CENTRES 23

4.2 BOX HILL CENTRAL ACTIVITIES AREA (CAA) 29

4.3 LOCAL BUSINESS DEVELOPMENT 34

4.4 REGIONAL DEVELOPMENT AND INVESTMENT ATTRACTION 42

4.5 SKILLED PEOPLE AND BUSINESSES 47

LIST OF FIGURES

FIGURE 1. ECONOMIC DEVELOPMENT STRATEGY 2014–2019 FRAMEWORK 7

FIGURE 2. CITY OF WHITEHORSE CORPORATE FRAMEWORK 2013–2017 9

FIGURE 3. ECONOMIC DEVELOPMENT MANDATE OF LOCAL GOVERNMENT 11

FIGURE 4. MELBOURNE'S CHANGING ECONOMY 12

FIGURE 5. CITY OF WHITEHORSE, GROWTH SHARE MATRIX 13

FIGURE 6. MELBOURNE'S 'SELF CONTAINED' LABOUR CATCHMENTS 14

FIGURE 7. EMPLOYMENT GROWTH (2011–31) 14

FIGURE 8. SHARE OF INDUSTRY GROSS VALUE ADDED, 2011 14

FIGURE 9. ACCESS TO SKILLS 17

FIGURE 10. AGGLOMERATION ECONOMIES, RELATIVE EJD SCORE (2011) 17

LIST OF TABLES

TABLE A. BUILDING WHITEHORSE 14

TABLE B. DEPARTMENT/UNIT REFERENCES 20

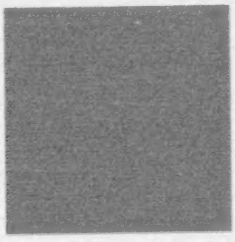
TABLE 1. RETAIL ACTIVITY CENTRES 24

TABLE 2. BOX HILL CENTRAL ACTIVITIES AREA 30

TABLE 3. LOCAL BUSINESS DEVELOPMENT 35

TABLE 4. REGIONAL DEVELOPMENT AND INVESTMENT ATTRACTION 43

TABLE 5. SKILLED PEOPLE AND BUSINESSES 48



The *Whitehorse Economic Development Strategy 2014-2019* was developed for the City of Whitehorse in conjunction with SGS Economics and Planning.

DEAKIN UNIVERSITY
Art Gallery

Introduction

The *Whitehorse Economic Development Strategy 2014–2019 (EDS 2014–2019)* sets an ambitious agenda for Council's ongoing support and direction of business activity to ensure a strong economic future for the city. It guides Council action in assisting to retain and expand local businesses, and attract new businesses that contribute positively to the overall enhancement of the local economy, natural environment and quality of life for the community.

This EDS 2014–2019 expands on the *Whitehorse City Council Plan 2013–2017* (and annual budget), and in particular, Strategic Objective 5: "Support a Healthy Local Economy". It recognises that economic development is integral to facilitating a sustainable city and as such also has to be managed in the context of the wider social and environmental outcomes sought by Council for the Whitehorse community.

The EDS 2014–2019 considers the primary economic objectives under the Local Government Act Section 3C Items 2 (a), (c) & (d):

- to promote the social, economic and environmental viability and sustainability of the municipal district;
- to improve the overall quality of life of people in the local community; and
- to promote appropriate business and employment opportunities.

"Council's ongoing support and the direction of business activity will ensure a strong future for the City."

1.1

THE ECONOMIC DEVELOPMENT STRATEGY FRAMEWORK

VISION FOR WHITEHORSE

Council's economic development vision – "**WHITEHORSE: GATEWAY TO THE EAST**" – sets an ambitious, yet achievable direction for economic development in Whitehorse.

It reflects the strategic advantage of Whitehorse as an economic catchment for eastern Melbourne, well-serviced by transport systems and home to the regional employment hub, Box Hill.

ECONOMIC DEVELOPMENT MANDATE

The Mandate informs the manner in which the Strategic Project Areas are chosen and acted on. It has been developed through careful assessment of the role of local government in economic development, balanced with the responsibilities of local government in sustainable development. The Mandate guides all economic development activity that Council undertakes.

While the Strategic Project Areas should change over time to respond to the need of the hour, the Mandate is likely to change less frequently as it is based on sound principles of sustainable economic development.

This Economic Development Mandate includes:

- Facilitating Connections.
- Helping Business Grow and Prosper.
- Promoting Sustainable Development.
- Responsible Leadership and Advocacy.

STRATEGIC PROJECT AREAS

Strategic Project Areas demonstrate how they work towards achieving the stated Vision.

The Strategic Project Areas are informed by rigorous economic analysis of the strengths and opportunities facing the region, as well as in-depth consultation with the Whitehorse businesses and wider community.

The Strategic Project Areas connect with wider local, regional and state economic development policies and reflect the identified role for local government in economic development.

The five Strategic Project Areas are high-level actions that Council commits to undertaking in the strategy period, set out in full in Chapter 4: Implementation.

The five Strategic Project Areas are:

1. Retail Activity Centres.
2. Box Hill Central Activities Area.
3. Local Business Development.
4. Regional Development and Investment Attraction.
5. Skilled People and Businesses.

FIGURE 1. ECONOMIC DEVELOPMENT STRATEGY 2014 - 2019 FRAMEWORK

Source: SGS Economics and Planning, 2013

1.2

WHY HAVE AN ECONOMIC DEVELOPMENT STRATEGY?

WHAT IS THE ROLE OF LOCAL GOVERNMENT IN ECONOMIC DEVELOPMENT?

'Economic Development' is the process of expanding the size of the economy (increasing an area's level of income and capital/wealth) and distributing that wealth (through local expenditure and employment) to the community.

In exercising its economic development role, local Councils directly affect the way in which the local economy develops. Effective leadership, a sound organisational structure and a strategy that upholds and supports the vision of the local community are essential to catalyse this process.

While state and federal governments advance policies and allocate resources to national, state-wide, regional and local economic development annually, local government must be acknowledged as a key stakeholder and local leader because of its close engagement with its residents and business communities. The issues, opportunities and approaches taken to facilitate and promote economic development can and should differ between Councils in response to these local circumstances. It is this ability of local government to understand and respond to local conditions that give it such an important role in facilitating local and regional economic prosperity.

However, local governments have limited jurisdiction (and budgets) and a broad range of defined responsibilities. It is therefore important that local governments carefully define the areas of strategic influence, priority focus areas and the principles that will guide economic development in their respective jurisdictions. The Mandate for local government economic development activity has been summarised in the Economic Development Strategy (EDS) 2014–2019 as:

- Facilitating Connections.
- Helping Business Grow and Prosper.
- Promoting Sustainable Development.
- Responsible Leadership and Advocacy.

LEGISLATIVE FRAMEWORK

The Australian Local Government Association (ALGA) acknowledges that soundly based economic and regional development is fundamental to the wellbeing of Australian communities, and that effective local government participation is vital to the success of economic development initiatives. This view is well founded both in practice and as required by legislation. In seeking to achieve the primary objective of a council and in accordance with the *Victorian Local Government Act 1989*, a council must have regard to the following facilitating objectives (inter alia):

- To promote the social, economic and environmental viability and sustainability of the municipal district.
- To promote appropriate business and employment opportunities.
- To improve the overall quality of life of people in the local community.

In seeking to achieve these objectives, the role of council is further specified within the Act as providing leadership by establishing strategic objectives and monitoring their achievement. The development, implementation and evaluation of an economic development strategy provides this framework.

GOOD GOVERNANCE

Council's sustainability outcomes are clearly outlined in its key corporate documents – the *Council Plan 2013–2017* and *Council Vision 2013–2023*. These documents draw on the detailed work contained in the *Health and Wellbeing in Whitehorse 2013–2017*, *Sustainability Strategy 2008–2013* and *Economic Development Strategy 2008–2013 (EDS 2008–2013)*. Council is committed to actively implementing the outcomes imbedded in these guiding documents.

It is within this governance framework that the EDS 2014–2019 has been developed.

Council Plan 2013-2017

The Vision of the Council Plan is that Whitehorse will continue to be:

- One of the most liveable and sustainable municipalities in Melbourne.
- Recognised for the quality of its open space and natural environment.
- A community rich in cultural and diversity that is inclusive, healthy and vibrant.
- A well governed city that has a healthy and strong relationship with the community.
- A municipality with a prosperous and well supported local economy.

Five key Strategic Directions support the realisation of this vision. They are to:

1. Support a healthy, vibrant, inclusive and diverse community.
2. Maintain and enhance our built environment to ensure a liveable and sustainable city.
3. Protect and enhance our open space and natural environments.
4. Strategic leadership and open and accessible government.
5. Support a healthy local economy.

A range of strategies are listed under Strategic Direction 5, in order to achieve "A dynamic local economic environment that is regionally connected". Key Strategies are to:

- Support the development of a sustainable, growing local economy.
- Support the industrial and retail sectors.
- Support the growth of health, education and business sectors.
- Support business to prepare for changes in network technology including the National Broadband Network rollout.

FIGURE 2. CITY OF WHITEHORSE CORPORATE FRAMEWORK 2013–2017

1.3

BUILDING ON THE SUCCESS OF ECONOMIC DEVELOPMENT STRATEGY 2008–2013: FIVE YEARS IN REVIEW

Council's previous EDS commenced in 2008 and concluded at the end of 2013. The strategy provided a set of effective guidelines and actions that have guided and established a sound economic program for the on-going prosperity of the Whitehorse business community and its residents.

The EDS 2008–2013 also delivered on the key objectives of the *Council Plan 2009–2013*, in particular, Objective 4: Support a prosperous, diverse and healthy local economy that contributes to the wellbeing of our community.

A review of the EDS 2008–2013 was undertaken in 2013, providing a critical reflection of the delivery and outcomes of the strategy actions. In addition, it provided advice and dialogue on the improvement opportunities, projects and initiatives that have influenced the development of the EDS 2014–2019.

SECTION 2

Vision and Mandate

2.1

ECONOMIC DEVELOPMENT STRATEGY VISION

The EDS 2014–2019 Vision for the City of Whitehorse is:

WHITEHORSE: GATEWAY TO THE EAST

This Vision reflects the strategic advantage of the City of Whitehorse in being:

A gateway to Melbourne's east, with a high degree of self-sufficiency, yet well connected to the regional economy. It is a place of opportunity and innovation, with a skilled workforce and a diversity of employment opportunities, excellent economic prospects and a relaxed, enjoyable lifestyle.

The City's efficient infrastructure and well planned built form facilitate metropolitan equivalent employment rates, creating opportunity for all.

In working to achieve this Vision, Council will work to maintain Whitehorse's position as a regionally significant economy and leader of the east, and continue to develop the Box Hill Central Activities Area (BHCAA) as a strategic hub. It will advocate for investment in the hard and soft infrastructure, essential to the City's creative and innovative businesses, and ensure that land-use planning and Council policy support businesses to thrive.

2.2

ECONOMIC DEVELOPMENT MANDATE OF LOCAL GOVERNMENT

The factors affecting local economic development go far beyond what local government can reasonably influence. However, there is a core area of activity that Council has a clear mandate to act within in order to facilitate economic opportunities and advocate for local business communities to ensure positive economic development.

The four key areas of the local government economic development Mandate (set out in full in the table below) build upon sound principles of economic development that recognise the economic value of natural and human capital and focus on the most critical building blocks for success: the community and the region.

These principles guide all economic development work that Council undertakes.

While the Strategic Project Areas should change over time, the Mandate is likely to change less frequently, based as it is on sound principles of sustainable economic development.

As pointed out in Figure 3, these Mandate areas and their constituent guiding principles are interdependent and inter-related.

The Mandate areas include:

HELPING BUSINESS GROW AND PROSPER

Council's actions in economic development are consistently directed towards supporting a conducive business (and people) environment by ensuring the fundamentals for investment necessary for economic growth are, and remain, in place. This involves removing impediments to growth, building on strengths, promoting access to services and maintaining vibrant, liveable communities in the region (i.e. by maintaining an appropriate level and quality of infrastructure).

RESPONSIBLE LEADERSHIP AND ADVOCACY

Council has a key role as an advocate for the local resident and business community. In playing this advocacy role, Council is called upon to provide responsible leadership, that is, leadership characterised by an integrated approach, vision and inclusion, a local focus, long term investment and regional collaboration and communicating outcomes to the host community.

FIGURE 3. ECONOMIC DEVELOPMENT MANDATE OF LOCAL GOVERNMENT

Source: SGS Economics and Planning, 2013

FACILITATING CONNECTIONS

In undertaking economic development activities, Council fulfils its key roles of building networks, maintaining effective channels of communication and identifying and fostering partnerships to help businesses connect with the skills, services and opportunities they need and stay up-to-date with the drivers essential for growth in the modern day world.

PROMOTING SUSTAINABLE DEVELOPMENT

Council is committed to including sustainable principles and practices into its policies and operational plans to provide leadership in environmental sustainability, in the community and the workplace (*Sustainability Strategy 2008–2013*). Economic development in the City should be pursued in a manner that improves, not harms, the environment and public health. This includes the principles of intergenerational equity and compact development.

Whitehorse Economy

3.1

UNDERSTANDING THE WHITEHORSE ECONOMY

MELBOURNE'S CHANGING ECONOMY

As is evident in the chart above, the Victorian economy has shifted rapidly towards services. This represents a broad transition from 'making things', to commerce associated with design, brokerage and finance, as well as household related services.

It is important not to overstate this shift. The manufacturing value chain has 'unbundled' under globalisation, so that some activities which were once carried out in the factory have now been spun out to specialist offices. This is particularly the case for functions such as accounting, training and marketing. Thus, the demise of manufacturing may be exaggerated in the statistics. All policy makers would do well to support creative and competitive manufacturing firms that have adapted successfully to the new global trading environment.

This said, Whitehorse clearly has a strategic role to play in Melbourne's service economy. First and foremost, a large part of the municipality is structurally integrated with the core of this service economy, which is centred in the Melbourne CBD and inner suburbs. Indeed, the growth share matrix below shows the emerging potential of Whitehorse as a services based economy.

The growth share matrix (see Figure 5 below next page) sets out the annual average change in employment by industry between 2006 and 2011, compared to the Melbourne East Regional Development Australia Region (MER) (the MER region is comprised of the municipalities of Boroondara, Knox, Manningham, Maroondah, Monash, Whitehorse and Yarra Ranges).

It shows on the one hand, the degree of industry concentration in Whitehorse compared to the surrounding region, and on the other, their rate of growth. By plotting the performance of each industry on this matrix, it divides the performance of these industries into quadrants, each quadrant defining the stage of lifecycle for the industry. Stages in the lifecycle are illustrated in the growth share matrix as follows:

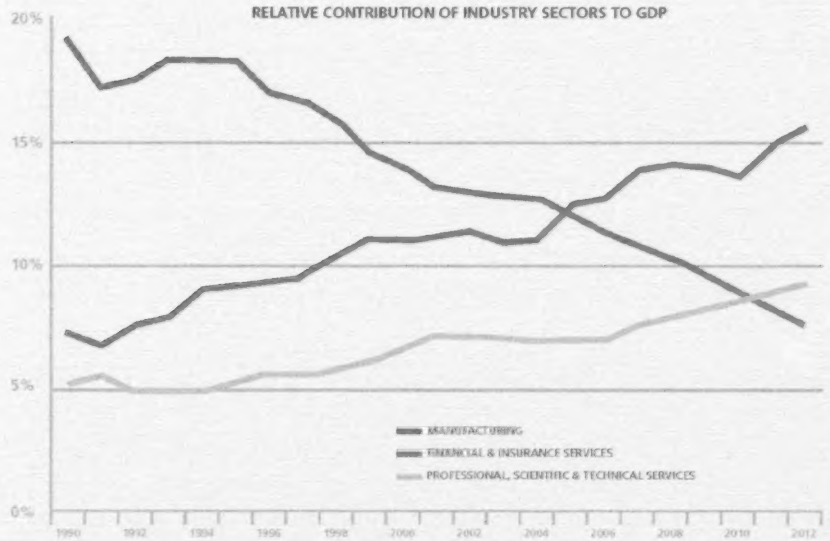


FIGURE 4: MELBOURNE'S CHANGING ECONOMY *Source: Australian System of National Accounts (cat no. 5204) and SGS Economics and Planning*

- **Expanding Stage:** If in the top right quadrant (high average annual growth/high specialisation).
- **Emerging Stage:** If in the lower right quadrant (high average annual growth/lower concentration), this implies an emerging, growing industry that may need some assistance to mature.
- **Transforming Stage:** If in the upper left quadrant (lower average annual growth/above average concentration), this implies the industry is at risk (overall) and needs to increase innovation and productivity to compete with other regions.
- **Seed or Transitioning Stage:** If in the lower left quadrant (lower average annual growth/lower concentration), this implies that the industry is not growing. This suggests that the industry will need to innovate or specialise to retain competitiveness.

The analysis shows that service based industries derive strategic advantages from locating in Whitehorse when compared with the wider regional economy.

This analysis shows that service-oriented industries occupy the top right quadrant, i.e. public administration and safety, administration and support services, health care and social assistance and education and training, are all in the expanding stages of their lifecycle. Consequently, these industries should be supported as best they can to drive growth in the immediate future. Importantly, some large employing industries are in the expanding stages of their lifecycle.

Several other industries are emerging and therefore need to be supported in the medium to long-term. These include art and recreation services, professional, scientific and technical services, rental, hiring and real estate services, accommodation and food services, transport, postal and warehousing and construction.

Other significant industries including wholesale trade, retail trade and manufacturing need to be repositioned through value adding to ensure that Whitehorse retains this specialisation but can reverse current employment trends.

Information Media and Telecommunications is located in upper left quadrant, implying that the industry is at risk (overall) and needs to increase innovation and productivity to compete with other regions.

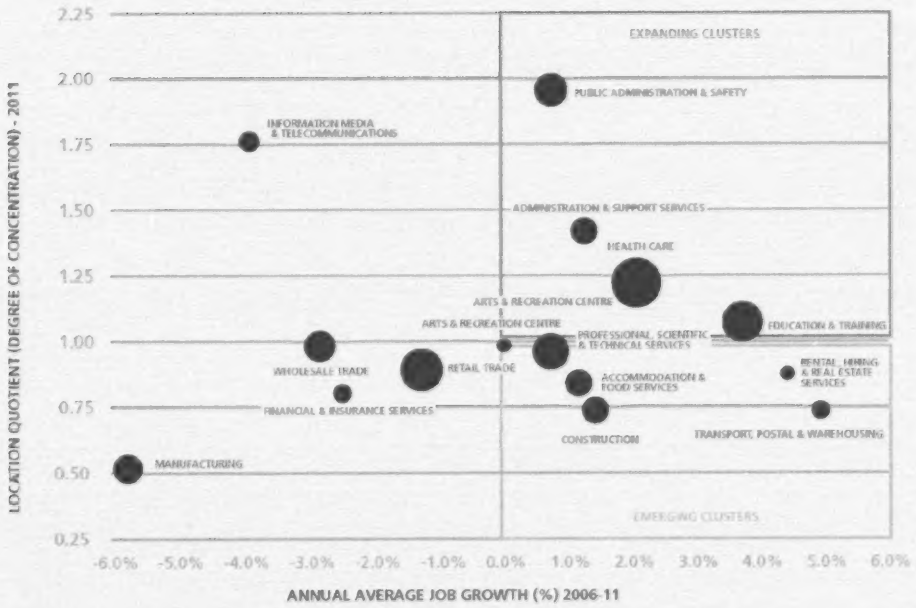


FIGURE 5 CITY OF WHITEHORSE, GROWTH SHARE MATRIX *Source: SGS Economics and Planning*

BOX HILL: A LEADING CENTRE

The BHCAA is the largest centre in the City of Whitehorse with a diverse offering including retailing, education, civic, medical, entertainment and commercial offices. It is also supported by strong public and private transport networks, making it highly accessible to the surrounding region. In the broader metropolitan context it plays a significant role as one of seven CAA designated by the state government. These CAAs are anticipated to have significant growth and public investment in the future, and aim to provide a Central Business District (CBD)-type offering outside the Melbourne CBD.

FIGURE 6. MELBOURNE'S 'SELF CONTAINED' LABOUR CATCHMENTS

Source: SGS Economics and Planning

	SQM
RETAIL	44,000
COMMERCIAL	173,000
INDUSTRY	890,000
FREIGHT	726,000
SERVICES	177,000
UTILITIES	281,000
MANUFACTURING	293,000

TABLE A BUILDING WHITEHORSE

Source: SGS Economics and Planning
Note: projections excludes health, arts & recreation services

STRATEGIC POSITION OF WHITEHORSE

From a labour market point of view, Whitehorse forms part of the central metropolitan region (see Figure 6 below). This strategic positioning of Whitehorse is manifest in projected employment growth. Expansion in services based businesses in Whitehorse is set to outpace this sector's growth at the metropolitan level (see Figure 7 below). Significantly however, industry growth is expected to be relatively strong in Whitehorse as well, though these manufacturing, logistics and utility enterprises will undoubtedly see dramatic changes in their business models.

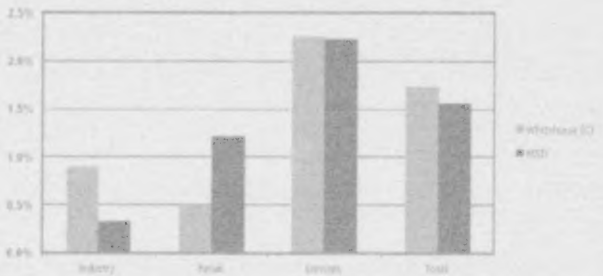


FIGURE 7 EMPLOYMENT GROWTH (2011–31)

Source: SGS Economics and Planning

Notes: Industry includes the sectors of manufacturing, construction and transport postal and warehousing. Retail includes accommodation, food services and retail trade. Services include all service related sectors. MSD stands for the Melbourne statistical division.

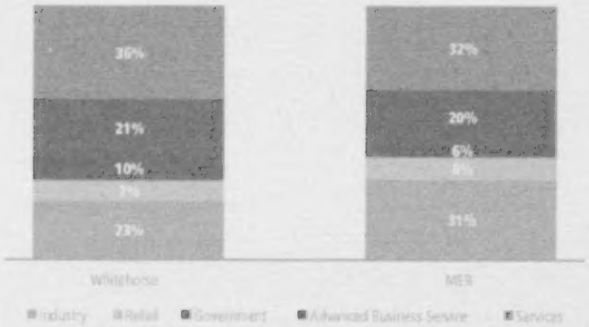


FIGURE 8 SHARE OF INDUSTRY GROSS VALUE ADDED, 2011

Source: SGS Economics and Planning

Notes: MER stands for Melbourne East Region and comprises the municipalities in the Melbourne East RDA network. Industry is defined to include the sectors of: Manufacturing, Wholesale Trade, Transport and Warehousing. Advanced business services include the industry sectors of: Property, business & technical services and Financial & insurance services.

Gross value added (GVA) is a measure in economics of the value of goods and services produced in an area, industry or sector of an economy.

These trends will be reflected in the physical characteristics of business in Whitehorse. SGS Economics & Planning estimates that in the 20 years to 2031, Whitehorse will have added some 173,000 square metres in office floorspace. This is the equivalent of attracting or generating around 3000 Small to Medium Enterprises (SMEs).

Nevertheless, the stock of industrial floorspace is projected to expand by almost a million square metres over this period, despite demand from traditional manufacturing shrinking by around 300,000 square metres.

The message from these figures is clear. The Whitehorse economy is diverse and robust (refer Figure 8).

A PLACE OF GROWTH AND OPPORTUNITY

Unlike many municipalities, Whitehorse will enjoy business growth over a variety of sectors, all of which will have the advantage of strategic access to the key ingredients for competitive strength – access to skills and agglomeration economies.

Figure 9 underlines the first of these factors. Most business locations in Whitehorse have a very large and deep pool of highly skilled labour accessible within a short drive. These areas rank only slightly behind the central city, the 'Monash corridor' and the Eastern Freeway corridor in this regard.

Likewise, Whitehorse has a superior rating in terms of 'Effective Job Density (EJD)', the conventional measure of agglomeration (see page 16 -17). Research by SGS Consulting & Planning shows that a doubling of EJD in Melbourne leads to a 7 per cent boost in productivity, on average, across all sectors. Whitehorse's EJD endowment gives it great potential to attract and retain businesses across a broad spectrum of industries (refer Figure 10).

Understanding Agglomeration Economics and Effective Job Density

Agglomeration – or concentration of economic activity – can bring a number of benefits to businesses locating in a given area, including:

- **Economics of scale and scope:** with a larger customer base business are able to develop efficiencies through operating at a large scale. This also enables firms to focus the scope of their expertise in a particular field, gaining improved efficiencies through specialisation.
- **Deep and diverse pool of clients/ employers/employees:** A competitive marketplace presents people and firms with a multitude of potential options. This frees them from reliance on a single (or limited) client or employer base. This enables firms and people to better align their specific skills.
- **Technological Spillovers:** With multiple businesses located together there will be a higher level of technological and knowledge spillovers and transfers, which will help bolster innovation. This transfer occurs both directly - through stronger supply chain linkages and connections between local firms - and indirectly - when skilled labour moves between firms and transfers knowledge as well as through incidental exchanges.

EJD is a measure of agglomeration developed by SGS: Economics and Planning and used to examine a location's access to jobs and services across a wider metropolitan area. The EJD of an area is the sum of employment in the area and the employment in all other areas divided by the travel time in reaching these external jobs, with travel time weighted for transport mode.

It provides a very detailed understanding of the relative level of employment opportunities (and associated services) available across Victoria, showing how agglomerated a location is relative to another location. A higher score (or darker shading on the map) represents a more agglomerated location and a lower score represents a less agglomerated location.

FIGURE 9: JOBS ACCESSIBLE WITHIN 30 MINUTES DRIVE, 2011

Source: SGS Economics and Planning

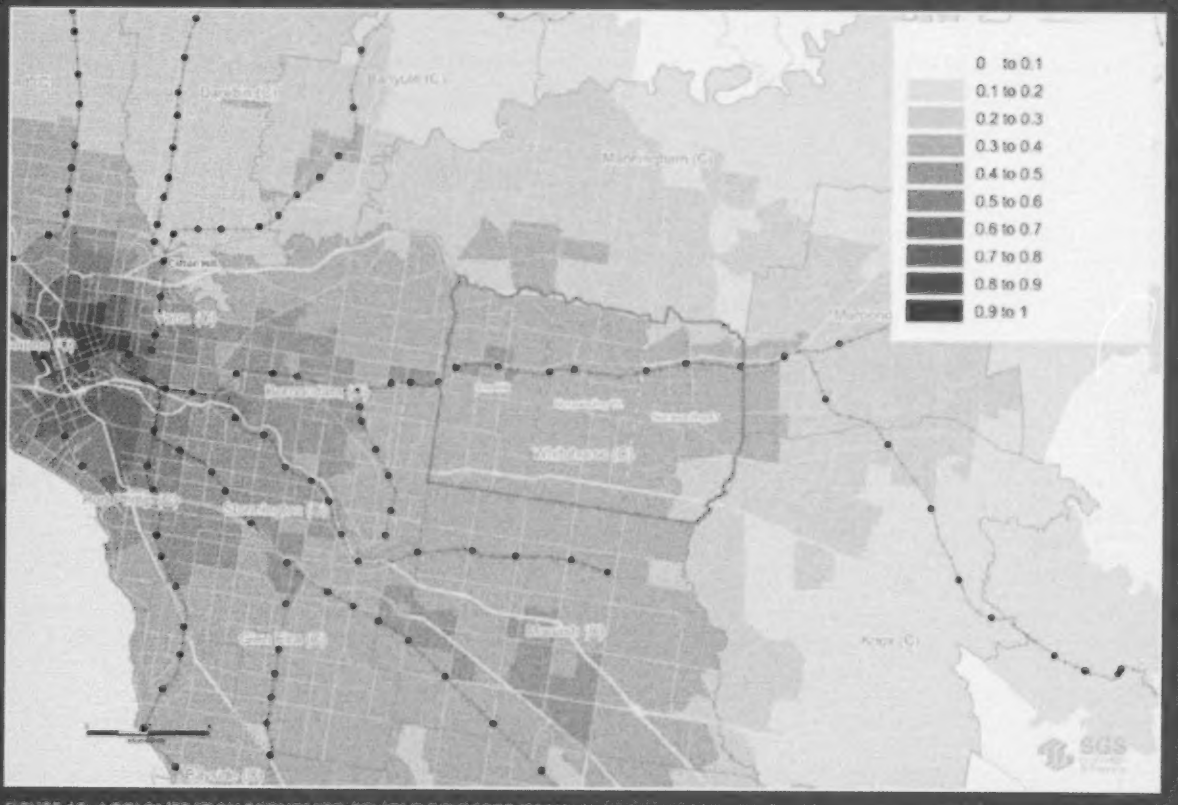


FIGURE 10: AGGLOMERATION ECONOMIES, RELATIVE EJD SCORE (2011)

Source: SGS Economics and Planning

The term economies of agglomeration are used in urban economics to describe the benefits that firms obtain by locating near each other ('agglomerating'). More firms in related fields of business that cluster together will reduce their costs through access to transport linkages, suppliers, products, services, labour etc. Municipalities within high developing regions form and grow to exploit economies of agglomeration.

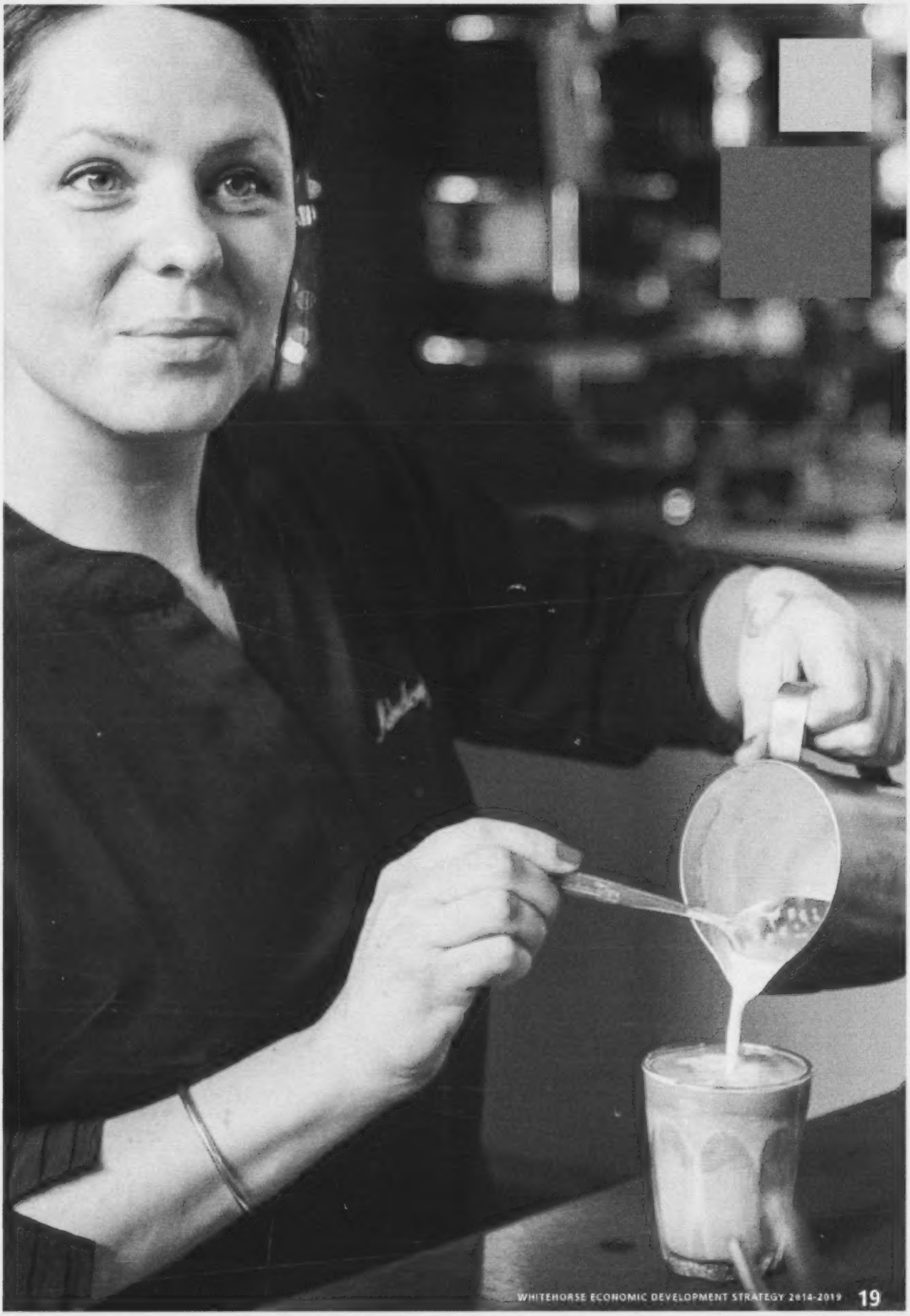
3.2

IMPLICATIONS FOR THE WHITEHORSE ECONOMIC DEVELOPMENT STRATEGY

The upshot of this brief statistical appraisal of Whitehorse is that the EDS 2014–2019 must, firstly, recognise and support the well balanced structure of business in the City. Whitehorse, has the parameters to boast a complete economy – spanning high level problem solving businesses in the services sector, through to dynamic manufacturers who have successfully negotiated the globalisation challenge.

Access to skills and business linkages (agglomeration) will stand the City in good stead as Council goes about supporting successful commerce and business formation. In framing strategies to this end, Council must be conscious of the need to maintain a high quality of life for both residents and visitors, as this helps secure the long run supply of advanced skills into the area. This means providing focussed attention to business categories which are sometimes at risk of being overlooked in local economic development strategies. These include the small enterprises in the retail and hospitality sectors which are so important to perceived residential amenity and 'character' in the modern economy.

Additionally, Council should continue to advocate for strategic investments in the hard and soft infrastructures – such as efficient transport linkages and high-speed broadband that will power its economy into the future.



SECTION 4

Implementation

The implementation plan for the Whitehorse EDS 2014-2019 is set out below. All Strategic Project Areas work towards achieving the EDS Vision, Whitehorse: Gateway to the East.

The key actions and tasks under each Strategic Project Area are developed and outlined in line with the four economic development Mandate themes and informed by a variety of sources including analysis of the strengths and opportunity areas of the Whitehorse economy; recommendations from the review of the EDS 2008-2013 and the concerns and business development priorities highlighted by the Whitehorse community during preliminary consultation.

The Business and Economic Development (B&ED) Unit will lead all Key Actions and Tasks, and where indicated (Project Stakeholder column) will work in collaboration with internal Council departments/units. The following table details department/unit liaison references within the implementation tables.

B&ED	Business and Economic Development	D&C	Design and Construction
Build	Building	IT	Information Technology
CW	City Works	SP	Statutory Planning
Comms	Communications	Strat P	Strategic Planning
CD	Community Development	ST	Sustainability
Comp	Compliance	Trans	Transport

TABLE B DEPARTMENT/UNIT REFERENCES

CASE STUDY

MegaMile Home and Lifestyle Precinct

MegaMile Home and Lifestyle Precinct is a collective of more than 250 businesses supporting in excess of 2,500 jobs. This large specialist activity centre is centrally located in the City of Whitehorse, situated approximately 17 kilometres east of the Melbourne CBD. The precinct extends for approximately three kilometres along Whitehorse Road and adjacent side streets between the Blackburn and Mitcham pedestrian bridges.

The Precinct is under growing pressure from emerging developments in metropolitan Melbourne providing similar products and services and in early 2013 was successful in developing an incorporated business association.

Moving forward the MegaMile Business Association and Council are committed to improving the vibrancy and activity of this area.

MEGAMILE
Home Lifestyle Precinct

4.1

RETAIL ACTIVITY CENTRES

BACKGROUND

Retail activity centres are a focal point for community life and activity, reflecting and reinforcing the conditions for a thriving and sustainable economy, and giving the community a sense of place and local vibrancy.

They reflect the health of the local economy, providing an opportunity for businesses and residents (of not only the municipality, but of the wider region) to connect, and access important goods and services.

RATIONALE

Within Whitehorse, there are approximately 85 shopping and activities centres, of varying size and character, servicing neighbourhood retail needs as well as wider catchment requirements. Importantly, retail is one of the largest local employers in Whitehorse, accounting for 12 per cent of all employment in the municipality and providing local and accessible employment opportunities to its residents and those of surrounding municipalities.

Its continued growth is vital to the municipality's socio economic welfare, with a well-established retail hierarchy promoting local vibrancy and providing the community with a sense of place.

Reflecting overall retailing trends in Australia however, the retail sector in the municipality is facing a number of challenges with pressures including low consumer confidence, lack of consumer spending and online purchasing. However, retailing activity in Australia (and consequently Whitehorse) is transforming to newer models, including smart retailing by customers who are more internet and smart-phone savvy. This presents an opportunity to work with retailers and trading associations to guide through changes in such activity.

There is a strong role for local government to play to enable the sector overcome these challenges and harness the opportunities. This includes:

- Communicating the array of opportunities presented by the introduction of the new zones and supporting local businesses to take advantage of opportunities arising due to these changes as well as those presented by changing market conditions.
- Providing overarching direction for effective place management. Adding to the identity of centres and sense of place is becoming increasingly important. Consequently, providing good signage and convenient parking must be a high priority;
- Ensuring that the underlying conditions are conducive to ongoing business development; and
- Maintaining attractive retail environments.

A focus on retail activity centres is strongly supported by the Council Plan under Strategic Direction 5: Support a Healthy Local Economy, and particularly Strategy 5.1.2, Support the Industrial and Retail Sectors.

Additionally, a number of retail strategies foreshadowed in the EDS 2008–2013 have now been developed and adopted by Council. These include:

- *Whitehorse Retail Strategy 2010*
- *The MegaMile (West) and Blackburn Activities Centres Urban Design Framework 2010.*

In addition, a number of guidelines have been developed

- *Blackburn Station Village Urban Landscape Design Guidelines 2011.*
- *Footpath Trading Guidelines 2011.*

This EDS 2014–2019 supports the recommendations laid out in these strategies and sets out an agenda for retail sector support and development for 2014–2019.

OBJECTIVES

- Support shopping and activity centres to grow and thrive through careful land use and infrastructure planning.
- Support actions and recommendations outlined in the major retail sector programs and strategies.
- Work with business associations, property owners and developers to assist in guiding through the ongoing changes in activity centres.
- Ensure shopping and activity centres are environmentally sustainable, with a high level of amenity.

IMPLEMENTATION TABLE 1.

4.1 RETAIL ACTIVITY CENTRES

KEY ACTION	TASK	PROJECT STAKEHOLDERS	PRIORITY
Mandate Theme: Helping business grow and prosper			
4.1.1 **Promote local business and retail activity to support the ongoing prosperity of shopping and activity centres in the City of Whitehorse**	**A.** Continue to promote MegaMile as a premier home and lifestyle precinct.	B&ED	Ongoing
	B. Review and update as necessary research that identifies and assesses the characteristics of shopping centre catchment areas.	B&ED, SP, Strat P	Ongoing
	C. Review and investigate alternative communication methods to share information to business and business associations.	B&ED, Comms	Medium
	D. Continue to share relevant and up to date business information with the business community.	B&ED	Ongoing
	E. Work in conjunction with other Council departments to maintain appearances and accessibility of shopping centres.	B&ED, D&C	Ongoing
4.1.2 **Ensure shopping and activity centres are attractive for businesses to locate and operate in**	**A.** Review adequacy of signage to, and within centres, to ensure it meets the needs of businesses and customers.	B&ED, D&C	Medium
	B. Develop a communication program for businesses on the importance of shop-front upgrading for visitor attraction.	B&ED	High
	C. Encourage business and property owners to engage in footpath trading activities in appropriate locations.	B&ED, Comp, D&C	Ongoing
	D. Continue to implement the *Streetscape Festive Decoration Policy 2010.*	B&ED, D&C	Ongoing
4.1.3 **Implement recommendations in major retail strategies/plans**	**A.** Maintain, support and monitor the actions related to the recommendations outlined in the *Whitehorse Retail Strategy 2010.*	B&ED, Strat P, D&C	Ongoing
	B. Facilitate recommendations/actions from the following frameworks: a. *MegaMile [west] & Blackburn Activity Centre Urban Design Framework 2010.* b. *Nunawading/MegaMile Major Activity Centre and Mitcham Neighbourhood Activity Centre Structure Plan 2008.* c. *Burwood Heights Activity Centre Structure Plan 2006.*	B&ED, Strat P, D&C	Ongoing

4.1.4 **Monitor the health of, and measure the changes in the City's retail economy**	**A.** Continue to initiate discussion to investigate opportunities to address the retail mix, catchment and investment etc. of the Whitehorse retail sector.	B&ED, Strat P, SP	Ongoing
	B. Encourage trader and business association representation at B&ED events.	B&ED	Ongoing
	C. Investigate adjusting the Whitehorse Business Monitor to benchmark and report on changes in the City's retail economy.	B&ED	High
Mandate Theme: Responsible leadership and advocacy			
4.1.5 **Identify appropriate land use and infrastructure requirements in shopping and activity centres to support variety of retail options**	**A.** Undertake a study to identify needs of major retail precincts and support emerging retail clusters.	B&ED, Strat P, SP	Medium
	B. Use results from the existing retail strategy to identify gaps in provisioning of retail space by precinct and initiate discussions with developers to service retail needs of residents in those areas more appropriately.	B&ED, Strat P, SP	Medium
4.1.6 **Provide effective guidance to local businesses regarding planning rules and regulations**	**A.** As required, review *Special Rate/Charge Schemes in Commercial Centres Policy, 2008* to ensure best practice is followed and it is in line with the requirement s of the *Victorian Local Government Act 1989*.	B&ED	Ongoing
	B. Investigate opportunities for an information referral point for retailers to access Council support and services, as well as information on business services and funding from the various levels of government.	B&ED, SP, Build	High
4.1.7 **Encourage appropriate commercial development in established shopping and activity centres that supports retail trade**	**A.** Facilitate commercial development in designated activity areas including Box Hill, Tally Ho and Burwood Heights.	B&ED, Strat P, SP	Medium
	B. Encourage the consideration of economic development initiatives in any new master planning exercises within activity centres.	B&ED, Strat P, SP	Medium

4.1.8 Maintain and enhance support and communication with the retail sector	**A.** Inform business associations, traders and property owners of proposed developments within or in close proximity to centres that may impact on shopping and activity centres.	B&ED, SP	Medium
	B. Engage with "precinct champions" to advocate with other traders and property owners towards gaining support with projects, proposals and activities.	B&ED, SP	High
	C. Provide support to business associations in the development of marketing plans, business plans and governance guidelines.	B&ED	Ongoing
Mandate Theme: Facilitating Connections			
4.1.9 Provide effective communications to business associations	**A.** Investigate the reach of Wbiz website and online tools.	B&ED	Ongoing
	B. Ensure an adequate representation of retail businesses in business registers and directories maintained by council.	B&ED	Ongoing
	C. Investigate opportunities through Council's GIS system to develop a database of activity centre infrastructure that incorporates relevant information from Council departments.	Internal departments as required	Medium
	D. Investigate new data management systems to improve efficiency (a total event and program management database/software package that will store a range of databases and issue correspondence as required).	B&ED, IT	High
4.1.10 Provide training and development targeted to specific shopping and activity centres	**A.** Attract greater retail business interest and engagement in Council's business events and programs.	B&ED	Medium
	B. Continue to partner with the Victorian Government Business Office – Eastern Metropolitan Region to offer programs and services to commercial and retail businesses in a regional context.	B&ED	Ongoing
Mandate Theme: Sustainable Development			
4.1.11 Ensure shopping and activity centres are supported to develop in an environmentally sustainable manner	**A.** Work with organisations to deliver programs that will assist businesses in shopping and activity centres to operate sustainably.	B&ED, ST	Ongoing
	B. Develop new campaigns to reinforce the Think Local Buy Local message.	B&ED	Ongoing
4.1.12 Promote environmental sustainability in retail activity centres as a point of competitive differentiation	**A.** Promote programs and awards that recognise achievement in sustainability.	B&ED, ST	Ongoing

CASE STUDY

Think Inside The Box

The Box Hill Central Activities Area boasts lifestyle, strategic location, connectivity, business activity, culture and investment potential.

Box Hill is best known for its cultural diversity with its strong specialisation in Asian cuisine and retail. Due to this specialisation, it provides a regional profile for the centre making it a unique destination located in the eastern region, 15 kilometres east of Melbourne.

Today, the area is a bustling and vibrant centre with shops, offices, housing, hospitals, education, transport and services.

Council has a key role to play in advocating and providing leadership in facilitating connections to secure a prosperous future for Box Hill.

4.2

BOX HILL CENTRAL ACTIVITIES AREA

BACKGROUND

BHCAA is the 'CBD' of the City of Whitehorse, providing more than 18,000 jobs and retail, education, civic, employment, medical, community services, transportation, entertainment and recreation for the regional population, as well as being a hub for local community activities.

Improving the accessibility, use and flexibility of public open space at Box Hill is a priority for the Council. It is the vision of Council that Box Hill is a leading example of the benefits of strategic activity area planning.

RATIONALE

BHCAA was identified in *Melbourne 2030* as one of only seven 'Transit Cities' in Melbourne, with major changes anticipated to accommodate growth. It is anticipated that Box Hill will continue to play an important role in the emerging State Metropolitan Planning Strategy.

For Box Hill to truly realise the vision of being a model 'transit city' over time, it needs to reposition and perceive itself as a mini CBD, with dynamic walking, pedestrian and sustainable environments.

Continued focus on the BHCAA is supported wholeheartedly by the new *Council Plan 2013–2017* through Strategic Direction 2, Maintaining and Enhancing the Built Environment to Ensure a Liveable and Sustainable City and Strategies 2.1.7 (Defining and guiding responsible development), 2.1.9 (Improve shared civic spaces), 2.3.1 (Continue to advocate for the Box Hill interchange development) and 2.3.8 (Incorporate principles of accessibility, walkability and liveable neighbourhoods into structure planning and policy development'). The *Council Plan 2013–2017* also commits the Council to review the Box Hill CAA parking demand (Action 5.3.3).

Key initiatives for the BHCAA during the EDS 2008–2013 period included the *Box Hill Structure Plan* (completed and adopted by Council in 2007) and the *Box Hill Gardens Master Plan*, 2011 both of which focus on improving the accessibility, use and flexibility of public open space at Box Hill. The redevelopment of Aqualink Box Hill is similarly working to improve community assets and public space in Box Hill.

Further collaborative potential in relation to projects for this area identified in the EDS Review 2008–2013 include updating Box Hill website content, the Box Hill Shop Improvement Program and a strategic focus in communicating investment attraction to the Box Hill Marketplace. The *Whitehorse, Discover the Advantage* prospectus was identified in the EDS Review 2008–2013 as one vehicle through which this message can be better promoted. The development and ongoing implementation of the *Box Hill Activity Centre Business Marketing Plan 2008* provides coordinated approach to marketing and promotion in Box Hill.

OBJECTIVES

- Promote BHCAA as a premier destination for retail and hospitality and model activity area in Melbourne.
- Enhance the public realm to support walkability, mixed use areas and the night-time economy.
- Address barriers to growth/development of Box Hill through policy and actions.
- Ensure BHCAA continues to display best-practice sustainability practices and performance.

IMPLEMENTATION TABLE 2.

4.2 BOX HILL CENTRAL ACTIVITIES AREA

KEY ACTION	TASK	PROJECT STAKEHOLDERS	PRIORITY
Mandate Theme: Helping business grow and prosper			
4.2.1 Advance the shared Vision for the future of Box Hill CAA	**A.** Continue to implement the *Box Hill Transit City Activity Centres Structure Plan 2007* as guided by the Box Hill Activity Centre Manager (BHACM).	B&ED, Strat P	Medium
	B. Develop specific guidelines that attract investment, offer appropriate street appeal and design elements for commercial growth that encourages outdoor trading and promotes the usage of the transport interchange.	B&ED, Strat P	High
	C. Facilitate investment attraction opportunities through commercial real estate agents, government agencies and stakeholders.	B&ED, Strat P	High
4.2.2 Provide attractive environments within Box Hill CAA for business and community activities	**A.** Continue the Box Hill Shop Improvement Program – working with traders in Box Hill CAA to improve shop fronts and visual merchandising.	B&ED, Strat P	High
	B. Continue to support and assist with the Box Hill CAA laneways revitalisation, through facilitation of new initiatives and work further with landowners toward longer term solutions to improve and demonstrate the activation of laneway space.	B&ED, Strat P	Medium
	C. Work with the BHACM to further develop and promote initiatives as detailed in the *Box Hill Activity Centre Business Marketing Plan 2008*, to assist business growth throughout the wider Box Hill CAA.	B&ED, Strat P	Medium
	D. Continue to support urban improvements in the Box Hill CAA.	B&ED, Strat P, D&C	Medium
Mandate Theme: Responsible leadership and advocacy			
4.2.3 Address barriers to growth/ development of Box Hill through policy and action	**A.** Continue to advocate to secure external funding opportunities for Box Hill CAA capital works.	B&ED, Strat P, D&C	High
	B. Encourage joint discussions with key external and internal stakeholders to facilitate investment in Box Hill.	B&ED, Strat P	High
	C. Ensure that development/re-development opportunities planned for Box Hill CAA meets best practice sustainability and land use principles.	B&ED, Strat P, SP, ST	High

Mandate Theme: Facilitating Connections			
4.2.4 **Promote Box Hill CAA in a co-ordinated manner as a premier site to visit, live, study and work**	**A.** Advocate with Victorian Government for further government investment, in particular the improvement of transport connections in Box Hill CAA.	B&ED, Strat P, Trans	Medium
	B. Encourage night trading in Box Hill CAA to boost visitation, investment and activation of the area.	B&ED, Strat P	Medium
	C. Maintain and continuously update Box Hill website content with latest news, updates, editorial, etc.	B&ED, Strat P	Ongoing
	D. Encourage local businesses to list their details on Box Hill website and subscribe to updates.	B&ED, Strat P	Ongoing
	E. Undertake Place Marketing initiatives – e.g. Faces of Box Hill, postcards, Famous Flavours (website and other media).	B&ED, Strat P	Medium
	F. Explore social media options in promoting Box Hill CAA.	B&ED, Strat P, Comms	Medium
	G. Communicate investment attraction to the Box Hill CAA marketplace.	B&ED, Strat P	Medium
	H. Investigate a strategic alliance with Destination Melbourne and access to its visitation programs and initiatives to encourage and attract visitation to Box Hill CAA.	B&ED, Strat P	Medium
	I. Facilitate job growth opportunities in the Box Hill CAA.	B&ED, Strat P	Medium
Mandate Theme: Facilitating Connections			
4.2.5 **Work with stakeholders using appropriate communication channels to ensure businesses in the Box Hill CAA are supported**	**A.** Continue training and skills opportunities through workshops, seminars and information sessions to support local business development initiatives.	B&ED, Strat P	Ongoing
	B. Ensure the B&ED Unit is informed through the BHACM of the Box Hill Retailers and Community Network meetings.	B&ED, Strat P	Ongoing
	C. Work closely with significant property owners and stakeholders (Box Hill Strategic Development Group) to foster investment in Box Hill CAA.	B&ED, Strat P	Ongoing
	D. Participate in the Box Hill Retail Breakfast Group to engage and build relationships with the 'champions' to assist with the further development of Box Hill CAA.	B&ED, Strat P	Ongoing
	E. Promote Council's business services, workshops, seminars, events and information sessions to ensure the businesses within the Box Hill CAA are well informed and connected with the local and wider business community.	B&ED, Strat P	Ongoing

4.2.6 **Work with key business groups and associations to develop strategic relationships**	**A.** Continue to work with the Box Hill Retail Breakfast Group to address concerns affecting the public space management and other specific issues (including policing).	B&ED, Strat P	Ongoing
	B. Encourage collaboration and strategic relationships between Box Hill Retail Breakfast Group, the Whitehorse Business Group (WBG) and the Asian Business Association of Whitehorse (ABAW) to enhance local networking prospects.	B&ED, Strat P	Ongoing
Mandate Theme: Sustainable Development			
4.2.7 **Continue to seek funding towards infrastructure and environmental projects which will make Box Hill CAA more sustainable**	**A.** Work with major stakeholders and businesses throughout the Box Hill CAA to attract further sustainability investment within the precinct.	B&ED, Strat P, ST	Low
4.2.8 **Develop/identify/ link businesses up with programs that can be delivered across activities in Box Hill CAA that deliver environmentally sustainable outcomes**	**A.** Continue to promote sustainable transport programs within the Box Hill CAA.	B&ED, Strat P, Trans, ST	Ongoing
	B. Encourage sustainable business practices through offering information and promoting sustainability training opportunities.	B&ED, Strat P, ST	Medium
	C. Work with all stakeholders located in Box Hill CAA eg: ABAW, WBG, Box Hill Hospital, Epworth Eastern, Box Hill Institute, Centro and leading businesses to further promote sustainable environmental practices.	B&ED, Strat P, ST	Medium
4.2.9 **Encourage the inclusion of ecologically sustainable development principles on redevelopment sites**	**A.** Ensure developers are aware of Council's *Environmental Sustainable Development Policy, 2013*.	B&ED, Strat P, ST	Ongoing
	B. Provide businesses in new development areas with information on Council's sustainability policies, awards, grants and programs.	B&ED, Strat P, ST	Ongoing

CASE STUDY

Sissys Gourmet Delights

"It does not matter how long one has been in business, or how well you think you know your business, there is always room for improvement"

Established in 1994, Sissys Gourmet Delights produce and sell premium quality biscuits and chocolates.

Originally home-based, in 2000 Sissys Gourmet Delights relocated to a factory shop in Blackburn South where they are still going strong today.

Business owner Silvia Kliska has participated in many local business development workshops and seminars that have assisted her in the areas of marketing and further planning.

Council is committed to assisting more businesses like Sissys Gourmet Delights to help them grow and prosper.

4.3

LOCAL BUSINESS DEVELOPMENT

BACKGROUND

The City of Whitehorse hosts one of the most diverse local economies in Melbourne, with a strong enduring manufacturing sector, an established retail sector and emerging leaders in education and health.

This allows for an agile and resilient local economy, characterised by a high degree of self-containment, yet offering opportunity for investment and attraction across the region.

The ongoing development of commercial office precincts such as Box Hill and the Tally Ho Business Park combined with the strength of micro businesses throughout the municipality represent a locational advantage Whitehorse has in terms of skilled employment base, business infrastructure and transportation access.

Importantly, the City's emerging industry base (education, health and services) is well-positioned to take advantage of the benefits offered by greater technological integration through the roll-out of the National Broadband Network (NBN).

RATIONALE

Business development and small business support featured heavily in the *Council Plan 2013–2017* Strategic Direction 5: Support a Healthy Local Economy.

Indicators to measure success on these aspects included, for example, increased information sharing methods for businesses, increased listing in Council's business directory and increased visitation number of Wbiz website.

On a broader level, the Whitehorse Industrial Strategy was adopted by Council in June 2011. It is intended to create appropriate business conditions within industrial areas to support long term business investment. It provided a review of the eight industrial precincts in the city, made recommendations of future development, and identified areas of growth and assessed urban design measures. It has now been included as a reference document within the *Whitehorse Planning Scheme* and will be used in assessment of development and use applications.

The EDS Review 2008–2013 outlined a series of actions that have been taken to support business development in Whitehorse, through partnerships, networks, profile support and connecting business with education and marketing resources. Support for the WBG (a priority in the previous EDS 2008–2013) remains an ongoing priority and mentoring sessions are also offered to all Whitehorse business associations.

The EDS Review 2008–2013 also noted that changes in economic conditions and future trends will require further adjustments in industrial and business zoning areas. It is anticipated that an economic impact study will be undertaken to determine future areas zoned for specific uses.

OBJECTIVES

- To provide responsive and proactive land-use planning environments for Whitehorse businesses, considering changing economic conditions.
- To recognise and support the diversity of local businesses in the City – from major office parks to micro home-based businesses.
- To provide effective networking and partnership opportunities between businesses, local government and the education sector.
- To provide the forums that enable businesses to share and exchange information and ideas.

IMPLEMENTATION TABLE 3.

4.3 LOCAL BUSINESS DEVELOPMENT

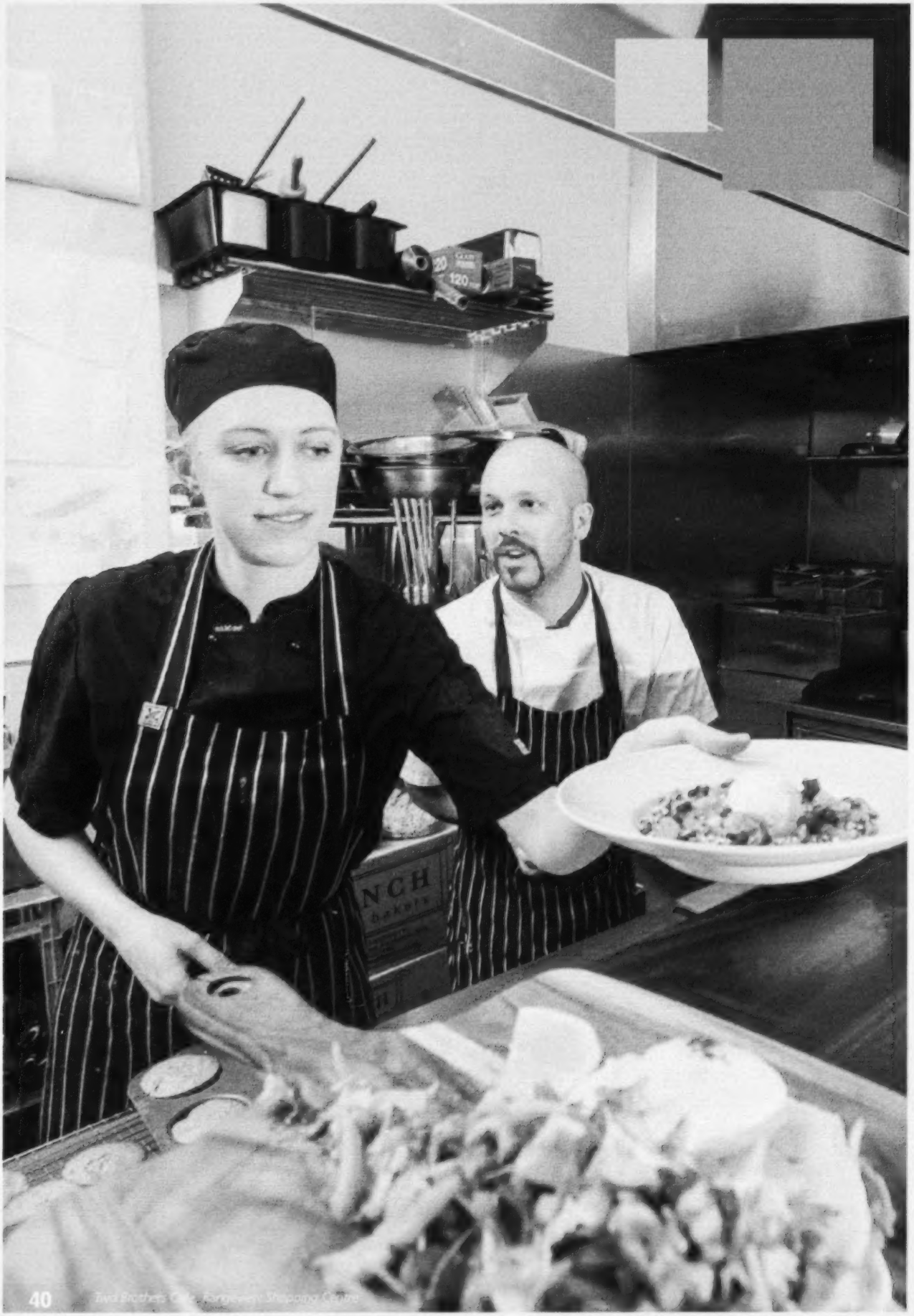
KEY ACTION	TASK	PROJECT STAKEHOLDERS	PRIORITY
Mandate Theme: Helping business grow and prosper			
4.3.1 Provide support to the growth, development and marketing of businesses	**A.** Conduct further research and promote business case studies of successful businesses who contribute to the growth and development of the local and wider economy.	B&ED	Medium
	B. Continue to include information dedicated to the Whitehorse economy, business programs and services in Council's *Whitehorse News*.	B&ED, Coms	Medium
	C. Identify needs of micro and home-based businesses and better understand how to support them via engaging with them at council forums and encouraging them to join existing networks/groups.	B&ED	Medium
	D. Continue to identify and support funding applications that can assist in the delivery of programs and projects to home based business.	B&ED	Medium
	E. Review the current relevancy of content in the *Whitehorse Business Kit* so it illustrates the various business development services that Council provides.	B&ED	Medium
	F. Investigate the feasibility of providing subsidised spaces (at Council-owned or other developer provided buildings) to micro businesses on a temporary basis.	B&ED	Medium
	G. Continue to raise awareness to local business of the *Disability Discrimination Act 1992*.	B&ED, CD	Ongoing
4.3.2 Support and develop closer relationships with business groups in key commercial centres	**A.** Assemble a group of local business leaders (Whitehorse Business Leaders Forum) to discuss business priorities, issues, needs and matters of interest.	B&ED	Medium
	B. Encourage the WBG to be pro-active and seek out the interests of key commercial, shopping and activity centres.	B&ED	Medium
	C. Support and develop closer relationships with businesses in key commercial and shopping and activity centres including Tally Ho, MegaMile and Box Hill CAA.	B&ED, Strat P	Medium

4.3.3 **Support a high-value adding manufacturing sector**	**A.** Continue to implement the *Industrial Area Strategy 2009*, giving direction for future industrial growth.	B&ED	Ongoing
	B. Notify manufacturers and industrial businesses about a range of government services and grants available.	B&ED	Ongoing
	C. Investigate the feasibility of facilitating an Industrial/Manufacturing Expo, showcasing the region's manufacturing and innovation sectors. (In partnership with Victorian Government Eastern Business Office and eastern municipalities).	B&ED	Medium
	D. Continue to share case studies of innovative businesses and those practicing sustainability initiatives in Council's promotional material to educate other businesses on such initiatives and attracting new investment to the region.	B&ED	Ongoing
	E. Ensure that businesses are aware of the suite of services offered by Council, and the Mandate of the B&ED Unit within Council.	B&ED	Medium
	F. Promote the WBG Business Awards program to recognise local innovative manufacturing businesses.	B&ED	Ongoing
4.3.4 **Responsive and proactive land-use planning for changing economic conditions**	**A.** Regularly review work undertaken by the *Industrial Area Strategy 2009* to respond to business commercial needs.	B&ED, Strat P	Medium
Mandate Theme: Responsible leadership and advocacy			
4.3.5 **Continue to advocate for appropriate hard and soft infrastructure provision at business parks and in activity centres**	**A.** Engage with "precinct champions" to identify infrastructure bottlenecks in industrial and commercial precincts.	B&ED	High
	B. Facilitate discussion between commercial real estate agents, the financial sector and large businesses to determine areas of industrial and commercial land that is of interest and potential for economic activity, growth and change.	B&ED	High
	C. Advocate to the NBN Co. and the Federal Department of Infrastructure to communicate the benefits of faster internet to businesses (especially home-based businesses) in the municipality.	B&ED	High

4.3.6 **Attract key medium to large businesses which display best practices in sustainability and which can act as magnets to draw other smaller businesses to the region**	**A.** Combine and collate information on all funding grants available from federal, state and local governments and prepare an information referral point for all businesses to access.	B&ED	High
	B. Utilise findings of a high effective job density and accessibility score in Whitehorse to attract key businesses to the municipality.	B&ED	High
	C. Continue to work with neighbouring municipalities to identify where Whitehorse can provide appropriately sized land for new business prospects.	B&ED, Strat P	Medium
4.3.7 **Support the WBG to become the pre-eminent business network in the Melbourne south east region**	**A.** Work with the WBG in the development of a strategic business plan.	B&ED	Medium
	B. Work with the WBG to create a membership development plan.	B&ED	Medium
4.3.8 **Inform local businesses of local government economic development activity**	**A.** Develop an overarching Communications Strategy for B&ED Unit covering the processes in managing, marketing and implementing Council's annual business event and program plan.	B&ED, Comms	High
	B. Disseminate research and information conducted by Council departments that would provide relevant information to businesses.	Internal Departments as Required	Medium
	C. Provide business groups with information regarding proposed developments and changes in policy that may influence locational decisions or business processes.	B&ED, Strat P, SP, D&C	Medium

Mandate Theme: Facilitating Connections			
4.3.9 **Provide relevant and effective support to local business associations**	**A.** Encourage the WBG to deliver targeted programs and events that meet the needs of local business and topics that are consistent to current business trends and economic conditions.	B&ED	Medium
	B. Contact existing event venues in the municipality to gain an appreciation of existing facilities and services that they provide.	B&ED	Medium
	C. Maintain and build on the performance of Whitehorse Business Week (WBW) as a key business development and networking week.	B&ED	High
	D. Liaise with surrounding Council's Economic Development Units and look for opportunities to collaboratively support the region's incorporated Business Associations.	B&ED	Medium
	E. Liaise with Industry Associations such as Mainstreet Australia and VECCI for opportunities to support Business Associations.	B&ED	High
4.3.10 **Improve accessibility and reach of key Council websites and online tools**	**A.** Develop an event/data management system to complement the Wbiz website and provide an accountable and professional system for the management of B&ED Unit events and programs.	B&ED	High
	B. Continue to investigate ways to improve the business directory system to make it more appealing and user friendly for local businesses.	B&ED	High
	C. Investigate developing a marketing strategy for the Wbiz website.	B&ED	High
	D. Continue to encourage businesses to register and update their details on Wbiz website.	B&ED	Ongoing
	E. Continue to improve content of Wbiz website and investigate ways to introduce social media in line with Council's *Social Media Policy, 2012*.	B&ED, Comms	High
	F. Frequently audit Wbiz website to ensure that it is easy to navigate and the information remains relevant to the local business community.	B&ED	Ongoing

4.3.11 **Provide promotional and networking activities that create value for local businesses**	**A.** Maintain and build on the performance of WBW as a key networking and business development week.	B&ED	Ongoing
	B. Continue to develop existing and new partnerships to reach new audiences, including participation in the Victorian Government's Small Business Festival.	B&ED	Ongoing
	C. Research innovative marketing methods from other leading organisations that are applicable to promoting WBW.	B&ED	High
	D. Continue to host and promote the Boost your Business Program and other major events to offer training and networking opportunities for businesses.	B&ED	Ongoing
	E. Continue to encourage businesses to connect at training and workshop programs and share case study promotional opportunities.	B&ED	Ongoing
	F. Continue to develop and grow cross departmental relationships and work on tapping into their resources and information to deliver effective business related projects and promotions.	B&ED, Internal Departments as required	Ongoing
	G. Work with local business and business associations to promote the benefits of a diverse community and local economy.	B&ED, CD	Ongoing
Mandate Theme: Sustainable Development			
4.3.12 **Promote sustainable practices and champion leading businesses**	**A.** Encourage and promote seminars and events that inform and involve businesses in environmental sustainability.	B&ED, ST	Ongoing
	B. Continue to contribute and support Whitehorse Sustainable Living Week.	B&ED, ST	Ongoing
	C. Ensure that Council support for sustainability and sustainable practices is evidenced in communications documents.	B&ED, ST	Ongoing
	D. Create business case studies on those businesses that have excelled and engaged in successful sustainability practices (for example, winners of Council's Sustainability Awards).	B&ED, ST	Ongoing
4.3.13 **Be a model of sustainable practice**	**A.** Investigate the feasibility of instituting buy local policies in Council's procurement strategies.	B&ED, ST	Medium
	B. Use recycled material in all hard copy communications and reduce printing where possible.	B&ED	Ongoing
4.3.14 **Encourage sustainable land-use practices**	**A.** Ensure ecologically sustainable development principles are furthered on redevelopment sites.	B&ED, ST, SP	High



CASE STUDY

Discover the Possibilities of Regional Investment

The City of Whitehorse is well connected to the broader regions with convenient access to the Eastlink and Eastern Freeway. These key transport projects amongst others are key players in providing opportunities for the businesses in the region to connect, develop and grow. It also helps support the notion of supporting local purchasing.

Local investment not only supports the municipality but also sustains employment for the region. Residents from one area may travel to another local government area to work but will spend their money within the region as a whole.

The City of Whitehorse supports a regional approach to maintaining a strong education, health, service and retail sector. Through collaboration and partnerships business and employment will continue to grow.

4.4

REGIONAL DEVELOPMENT AND INVESTMENT ATTRACTION

BACKGROUND

The City of Whitehorse and its BHCAA provides a 'Gateway to the East', offering a diversity of education, service and retail offerings for the south-eastern suburbs.

Over and above the policies and programs pertaining to Council and its wider catchment region specifically, there are a number of wider issues and investment programs that will have an impact on economic development in the City of Whitehorse. These include the NBN, major transport investment and the pressures of climate change. Council is committed to assisting businesses prepare for the challenges and opportunities presented by these issues.

The *Melbourne's South East Regional Economic Strategy 2009–2030* provides the high-level framework for regional development and linkages for the City of Whitehorse acting within this framework.

RATIONALE

Developing and growing the municipality through good governance, proactive strategic planning and advocacy is core to the City of Whitehorse Mission, as outlined in the *Council Plan 2013–2017*. Communication, partnership and networking strategies are key to achieving this.

Indeed, Strategic Direction 4 of the *Council Plan 2013–2017*, 'Strategic leadership and open and accessible government' is reflective of Council's objective of achieving proactive strategic planning and advocacy. A strategy listed to achieve this is to maintain strong partnerships with other government departments, local services and agencies to deliver services, initiatives and programs.

Further, the establishment of regional partnerships was listed as a strategic indicator under Strategic Direction 5: Supporting a Healthy Local Economy, and particularly the Actions of Regional collaboration and cooperation in creating employment opportunities (5.3.6); encouraging local businesses to establish international business links (5.3.12).

Along with running local communications and forums, the B&ED Unit of Council maintains a close relationship with the Department of State Development, Business and Innovation (DSDBI) and promotes the information, services and programs that DSDBI offers.

In terms of seeking greater institutional partnerships, Whitehorse has committed to working with Box Hill Institute and Deakin University on business development, research and promotional initiatives. The EDS Review 2008–2013 noted that promotion of the research assets of education institutions, as well as working with education institutions to implement initiatives that will encourage post-secondary school qualifications are opportunity areas.

Council's investment prospectus, *Whitehorse, Discover the Advantage*, is important in providing focus to Whitehorse's investment strategy. Continuing to liaise with all levels of government to promote the prospectus was an opportunity set out in the EDS Review 2008–2013, along with promoting greater regional collaboration in attracting state and federal government business investment and lobbying the Melbourne East Regional Development Australia Committee (MERDAC) to focus on major regional projects that offer a significant regional benefit to eastern municipalities.

OBJECTIVES

- To ensure appropriate land use zoning and infrastructure provision across the region to support regional industry and businesses.
- To strategically promote Whitehorse as a premier location to live, invest, and work.
- To advocate for investment in major infrastructure in the City of Whitehorse to support its continued development as a leading metropolitan economy.
- Elevate strategic thinking from 'thinking local' to 'thinking regional', and promoting the whole south east region and leveraging investments.
- To further encourage regional collaboration and identification of areas of strength and opportunity.

IMPLEMENTATION TABLE 4.

4.4 REGIONAL DEVELOPMENT AND INVESTMENT

KEY ACTION	TASK	PROJECT STAKEHOLDERS	PRIORITY
Mandate Theme: Responsible leadership and advocacy			
4.4.1 Strategically promote the Melbourne south east region (and Whitehorse) as a premier location to live, invest, and work	**A.** Continue to work with other surrounding municipalities to refine the investment opportunities for the Melbourne south east region.	B&ED	Ongoing
	B. Establish and maintain a database of investment opportunities and actions present in the regional economy and those covered in Whitehorse.	B&ED	Ongoing
	C. Promote the high ranking of Council on Effective Job Density scores and accessibility in its investment prospectus.	B&ED	High
	D. Engage with Destination Melbourne to promote the strengths of Whitehorse.	B&ED	Medium
	E. Promote Whitehorse through linkages to tourism websites and tourism/investment attraction publications, as well as through business case studies in key publications.	B&ED	Medium
	F. Promote the value of the diversity of Whitehorse in key communications documents, emphasising the diverse set of skills within the resident economy, the presence of businesses large and small, and the wide spectrum of services.	B&ED	Medium
4.4.2 Attract investment in commercial development	**A.** Facilitate an annual regional investment showcase and/or business attraction forum in the eastern region (in partnership with the Melbourne South East Group of Councils, potentially partnering with the Victorian Government Business Office - Eastern Metropolitan Region.	B&ED	Medium
	B. Run a focus group with key players to assist with the investment attraction initiatives.	B&ED	Medium
	C. Meet with key potential investors, including investment advisors, and commercial banks to promote Whitehorse.	B&ED	Medium
	D. Identify key international connections, alliances and partnerships and leverage relationships to position the region's commercial, academic and research capabilities.	B&ED	Medium
	E. Identify and secure services and resources from the Victorian Government Business Office – Eastern Metropolitan Region to assist the development of regional businesses and investment opportunities.	B&ED	Medium

4.4.3 **Advocate for appropriate land use zoning and infrastructure provision across the region to support regional industry and businesses**	**A.** Work with adjoining municipalities to map current transport infrastructure and identify 'hot spots' and areas that require future investment.	B&ED, Trans	Medium
	B. Identify and advocate for infrastructure and transport upgrades necessary for the ongoing economic development of the regional economy.	B&ED, Trans	Medium
	C. Advocate for and support an early/timely roll-out for the NBN network in the eastern region.	B&ED	High
	D. Lobby the MERDAC to maintain a focus on major regional projects that offer a significant regional benefit to eastern municipalities.	B&ED	Medium
4.4.4 **Promote and advocate for local business seminars and events**	**A.** Work collaboratively with surrounding Councils, government agencies and business associations in promoting Whitehorse business events.	B&ED	Ongoing
	B. Lobby for the hosting of regional business events in Whitehorse that support the growth of the regional business community and the wider region.	B&ED	Medium
	C. Create a total database event management system to effectively manage the end-to-end process of running events and programs providing a more professional approach to communicating with businesses whilst maintaining the B&ED Unit's profile and quality of service delivery.	B&ED	High
Mandate Theme: Facilitating Connections			
4.4.5 **Work in conjunction with relevant groups to attract business groups to Whitehorse**	**A.** Maintain a presence and membership on the Melbourne's South East Group of Council's and lobby for major regional projects that offer a significant regional benefit to eastern and southern municipalities.	B&ED	Ongoing
	B. Continue to participate in regional projects to provide opportunities and business benefits within the City of Whitehorse.	B&ED	Ongoing
	C. Promote greater regional collaboration in advocating on behalf of business and industry for regional projects, programs, funding support from Victorian and Australian governments.	B&ED	Medium
	D. Encourage the WBG to be pro-active in seeking local, national and international delegations to visit the region.	B&ED	Medium
	E. Support the Melbourne's South East Group of Councils annual regional business awards program.	B&ED	Ongoing
	F. Seek opportunities with the Victorian Government's Invest Victoria and the Australian Government's investment arm AusTrade.	B&ED	Medium
	G. Collaborate with Whitehorse tertiary institutions in facilitating international delegations and opportunities through the international student market.	B&ED	Medium

4.4.6 **Build on existing partnerships and relationships with State and Federal Governments**	**A.** Foster a regional approach to investment attraction in collaboration with the MERDAC and the Melbourne's South East Group of Council's.	B&ED	Medium
	B. Continue to work with the Victorian Government Business Office – Eastern Metropolitan Region on business attraction, development and promotional initiatives.	B&ED	Medium
	C. Continue to liaise with all levels of government to promote Council's investment prospectus, *Whitehorse, Discover the Advantage.*	B&ED	Medium
4.4.7 **Connect local businesses with regional and other opportunities**	**A.** Combine and collate information on all funding grants available from federal, state and local governments on the Wbiz website.	B&ED	Ongoing
	B. Provide a referral point for businesses to obtain up-to-date information to the available business services from the various levels of government.	B&ED	Ongoing
	C. Offer on-going referral services to businesses to government services and available funding support.	B&ED	Ongoing
4.4.8 **Use online platforms to support investment attraction**	**A.** Continue the use of up-to-date data to help facilitate investment attraction on Wbiz website.	B&ED	Ongoing
	B. Ensure Council provide clear and accessible information regarding investment opportunities in Whitehorse.	B&ED	Medium

CASE STUDY

Skilled Employment in Local Business

Skilled people and employment are key to maintaining a healthy local economy.

In Whitehorse, employers have access to a diverse labour force with highly skilled and educated people.

The City of Whitehorse provides approximately 61,000 jobs supported by a proportion of the local workforce.

Local business and Whitehorse Business Award winner, Watermans Collision Repair Centre, is a good example of employing and training a highly skilled labour force.

Through connections with education institutions and local residents, business in Whitehorse can benefit from locally trained workers.

Through participation in networking events and business growth workshops Watermans have been able to support their employment through creating innovation in their business to remain sustainable.

4.5

SKILLED PEOPLE AND BUSINESSES

BACKGROUND

The City of Whitehorse has all of the ingredients essential to driving a successful modern economy, including universities and technical schools, coupled with quality infrastructure and high-speed Internet necessary to facilitate flows of people and information quickly, across vast distances.

Whitehorse already has strong and established networks that combine skilled labour and knowledge workers, with universities and technical schools, with quality infrastructure and high-speed Internet, to work in manufacturing, innovation, technology development and advanced service based industries.

Whitehorse has the ability to play to its strengths, drawing on the already rich supply of education institutions, health and service offerings across the municipality, and further investing in high-quality lifestyle advantages.

RATIONALE

Skilled people and businesses are key to the ongoing high performance of the Whitehorse economy and attracting and retaining skilled workers is a challenge for local governments across Australia.

Support for the knowledge and creative economies in the City of Whitehorse is an area of emerging importance for Council – in acknowledgement that these are the drivers of the modern economy. Council is committed to attracting and facilitating the investment necessary to capture these valuable markets.

There is significant research showing that knowledge workers – and their customers – are attracted to high-amenity, environmentally sensitive environments. Knowledge workers – and the creative sector more generally – look for workplaces well-serviced by restaurants, cafes and bars, with good connectivity to facilitate the essential networking between firms and employees of firms working in knowledge intensive industries (both in terms of transport and wireless networking), and high amenity values.

Council can play a leading role in setting the ground work for and promoting such conditions, ensuring that the essential infrastructure – both hard (transport, telecommunications) and soft (vibrant neighbourhoods, activity centres and high environmental amenity) is present to support the ongoing development and attraction of these industries to Whitehorse.

There is a clear role for Council in upholding the skills profile of its residents and workforce, and supporting a skills friendly resident and business environment.

OBJECTIVES

- Develop strong partnerships and working relationships with the leaders of the 'knowledge' and service sectors, including the education and health sector.
- Facilitating key education institutions to play a larger role in local business development.
- Linking up businesses and residents with ongoing education and training opportunities.
- Manage appropriate land uses in established commercial precincts.
- Create high-amenity, environmentally sensitive and highly connected business and residential precincts.

IMPLEMENTATION TABLE 5.

4.5 SKILLED PEOPLE AND BUSINESSES

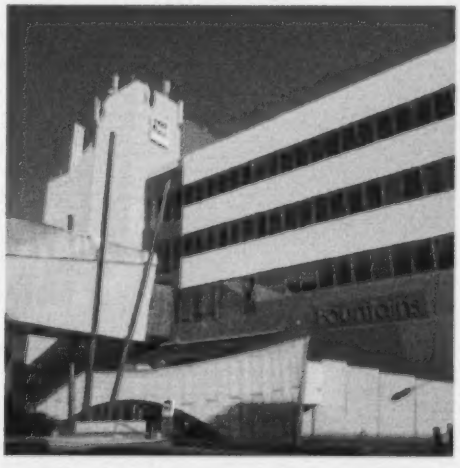
KEY ACTION	TASK	PROJECT STAKEHOLDERS	PRIORITY
Mandate Theme: Helping business grow and prosper			
4.5.1 **Support and further develop the successes of the Deakin/Tally Ho Knowledge Precinct**	**A.** Continue to support the development of the Deakin/Tally Ho Knowledge Precinct as knowledge/research employment nodes.	B&ED, Strat P	Low
	B. Seek out opportunities for private investment and/or government funding for an innovation hub/business incubator in and around Tally Ho.	B&ED	Low
	C. Continue research into the potential for appropriate redevelopment of sites along Burwood Highway between Deakin University and Tally Ho.	B&ED, Strat P	Low
4.5.2 **Leverage the major institutions in Whitehorse (education & health providers) to help develop specialised, knowledge intensive businesses in Whitehorse**	**A.** Promote courses and seminars run by major tertiary institutions that will be of benefit to businesses in Whitehorse.	B&ED	Medium
	B. Meet with key stakeholders in the health and education sectors to determine how Council can best support further development of these sectors.	B&ED	High
4.5.3 **Ensure businesses can access the skills needed to grow and prosper**	**A.** Work with business associations to identify areas of labour and skills shortage.	B&ED	Medium
	B. Advertise relevant skills development and training opportunities to local businesses.	B&ED	Ongoing
	C. Share online resources regarding training and skill development opportunities in council's communication material to businesses.	B&ED	High
	D. Investigate the opportunity to host an online job portal.	B&ED	High
4.5.4 **Ensure land-use planning supports skilled people and businesses**	**A.** Maintain appropriate land uses and quality of open spaces in residential and commercial precincts to attract skilled residents and employers to these precincts.	B&ED, P&B	High

Mandate Theme: Responsible leadership and advocacy			
4.5.5 **Support businesses to take advantage of opportunities offered through NBN**	**A.** Develop a NBN Strategy for Whitehorse that prepares the Whitehorse business community for the NBN rollout.	B&ED	High
	B. Inform local businesses of opportunities to support high technology businesses in surrounding municipalities.	B&ED	High
	C. Deliver and support a NBN business and community engagement program including information bulletins, profiling of case studies and focussed business events.	B&ED	High
	D. Foster greater awareness of the NBN and the effects of the digital economy including the provision of NBN information seminars promoting improved digital access and literacy and the potential opportunities for businesses.	B&ED	High
4.5.6 **Play a leadership role in promoting Whitehorse as a 'knowledge economy'**	**A.** Grow profile and awareness of Whitehorse as an innovation-focussed hub.	B&ED	Medium
	B. Facilitate collaboration between major health and education institutions and key business associations (including the WBG).	B&ED	High
	C. Provide businesses with material educating on the value of environmentally sensitive, high-amenity environments in attracting knowledge workers, customers and visitors.	B&ED	Medium
4.5.7 **Build stronger ties with the CBD economy**	**A.** Advocate for investments in quality transport infrastructure that will enable an increase in innovative, knowledge-based business and commercial activity.	B&ED, D&C, Strat P	High
	B. Advocate for government agencies to consider relocating to a regional office in the municipality.	B&ED, Strat P	High

Mandate Theme: Facilitating Connections			
4.5.8 **Build on existing relationships with the tertiary education sector within the City of Whitehorse**	**A.** Canvass education and other tertiary institutions for support of lifelong learning for residents of the municipality and keeping existing businesses at best practice.	B&ED	High
	B. Continue to advocate to the educational and tertiary institutes in the municipality to maintain close networks with the residents and businesses.	B&ED	High
	C. Work with the City's schools, tertiary institutions, as well as other levels of government to implement initiatives that will encourage greater post-secondary school qualifications amongst local residents.	B&ED	Medium
	D. Promote the Whitehorse Tertiary Business Skills Program (WTBSP) to neighbouring LGA's to encourage business development within students at tertiary level.	B&ED	Low
4.5.9 **Facilitate the development of innovation networks**	**A.** Initiate an innovators forum and support its establishment and ongoing operation. Consider utilising the existing Tally Ho Waste Wise Hub (THWWH) group of businesses to develop a Forum of innovative enterprises.	B&ED	Low
	B. Create linkages and promote alignment between innovation forums and the South East Metropolitan Innovation Precinct (SEMIP) forum (facilitated by other MSE municipalities).	B&ED	Medium
	C. Encourage the WBG to seek out membership from Tally Ho businesses and provide networking opportunities.	B&ED	Medium
	D. Encourage the WBG to engage Tally Ho businesses in the Whitehorse Business Awards.	B&ED	Medium

Mandate Theme: Sustainable Development			
4.5.10 **Ensure key knowledge precincts and hubs maintain a sustainability focus**	**A.** Work with the THWWH to reinvigorate their environmental and sustainability agenda, with a focus on business development activities.	B&ED, ST	Low
	B. Leverage off the THWWH to establish a Tally Ho Innovation Forum.	B&ED	Low
	C. Support projects that encourage the use of public transport within the Deakin/ Tally Ho Knowledge precinct.	B&ED, ST, Trans	Medium
4.5.11 **Construct high-amenity, sustainable environments**	**A.** Work with businesses in key knowledge and innovation precincts (including Tally Ho) to enhance the surrounding natural environments.	B&ED, ST	Medium
	B. Investigate the potential for environmentally sensitive and water-sensitive design landscaping interventions in key knowledge and innovation precincts.	B&ED, ST	Medium
	C. Provide educational material about and signage around environmentally sensitive and water-sensitive design landscaping interventions.	B&ED, ST	Medium

"The gateway to Melbourne's east. Whitehorse offers strong investment opportunities."



CITY OF WHITEHORSE

wbiz
City of Whitehorse
Business & Economic Development

Acknowledgement of Country
In the spirit of reconciliation, Whitehorse City Council acknowledges the Wurundjeri people as the traditional owners of the land now known as Whitehorse and pays respect to its elders past and present.

Contacting Council
Postal Address
Whitehorse City Council
Locked Bag 2
Nunawading DC Vic 3131

Phone: 9262 6333
Fax: 9262 6490
TTY: 9262 6325 (Service for deaf or hearing impaired people)
TIS: 131 450 (Telephone interpreter service. Call and ask to be connected to Whitehorse City Council)

Email: customer.service@whitehorse.vic.gov.au
Website: www.whitehorse.vic.gov.au

Business and Economic Development Unit
Locked Bag 2
Nunawading DC VIC 3131
Phone: 9262 6333

Email: business@whitehorse.vic.gov.au
Website: www.wbiz.com.au

Service Centres
Whitehorse Civic Centre
(Main service centre)
379–397 Whitehorse Road
Nunawading 3131

Box Hill Service Centre
Box Hill Town Hall
1022 Whitehorse Road
Box Hill 3128

Forest Hill Service Centre
Shop 275
Forest Hill Chase Shopping Centre
Canterbury Road
Forest Hill 3131

Publication No: 251113117
This report is printed on 100% recycled paper.

An electronic version of the *Whitehorse Economic Development Strategy 2014–2019* is available on Council's business website www.wbiz.com.au